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NAPA Questions
Memorandum of September 1, 1988

1. Changing Authorization Levels

Being supplied separately.

2. Meeting Staffing Needs

a. INR does not utilize linguists. Although some of the position descriptions include under Other Significant Facts the use of a foreign language in an analyst's duties, we do not recruit linguists per se.

b. INR does employ five individuals in positions included in the computer science field. To date we have been able to recruit successfully through the Merit Promotion Program of the Department of State. We have been successful in retaining those individuals recruited.

c. INR has only two critical skill areas - GS-132 Intelligence Research Specialists and GS-318 Secretaries. We are very successful in recruiting individuals in the field of Intelligence Research Specialists according to the area of specialization. For secretaries it is getting increasingly difficult. The basic difficulty is the length of time required from the identification of a vacancy to the actual hire of the individual. The time factor is created by the extensive procedures required using the Merit Promotion Program as required by OPM and the security clearance process.

For Intelligence Research Specialists we are very successful in attracting desirable candidates. For secretaries, although we ultimately fill our needs, we have the same problems as have been described by the other agencies and do not foresee any improvement in the situation in the future. It is now time to look at getting the work done in a different manner.

d. INR currently has five individuals appointed under Schedule B authority. Two of these are GM-15's, one GS-14 and two GS-12's. Three appointments were made to fill behind Civil Service employees who are participating in the Overseas Analyst Program i.e. they are serving on limited Foreign Service appointments at embassies for a period of two-three years and then returning to the regular Civil Service positions. One appointment (GS-14) allowed us to hire a physicist while we

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pursue the normal hiring procedures. The other GM-15 was a fast hire after a sudden retirement until we reorganize the Office of Politico-Military Analysis.

Schedule B hiring authority is good for a fast solution while we work out longer alternatives in some instances. For the individual hired, it is an interim measure in their careers but they seem to be happy with the opportunity.

e. INR does recruit basically at the full professional level. The pipeline for "new" analysts is the Presidential Management Intern Program. These analysts come on board at the GS-9 level, usually are promoted to GS-11 at the end of the first year, and if converted to career conditional appointments at the end of the period, are promoted to GS-12. Those positions normally have a career ladder promotion subsequently to GS-13.

PMI's are master degree individuals, usually without prior government experience. In the past two years, of the nine new career analysts hired, only three have come from other member agencies of the intelligence community - one from FBIS, one from DIA, and one from CIA; the remainder have been PMI's.

3. Retaining Staff

a. For the past five fiscal years, approximately 10 secretaries have left the bureau each year. They receive promotions in other bureaus of the Department; they return to school; they accompany their spouses on overseas assignments; they are selected for upward mobility opportunities in the bureau and other parts of the Department.

Reasons analytical staff left:

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|------|-----|----------------------------|
| 1982 | 1 ✓ | Voluntary Retirement |
| 1983 | 3 ✓ | Voluntary Retirement |
| | 1 | Other bureau in Department |
| 1984 | 2 | Mandatory Retirement |
| | 1 ✓ | Voluntary Retirement |
| | 1 | Other Intel Agency |
| | 1 | Return to School |
| 1985 | 1 ✓ | Voluntary Retirement |
| | 1 | Other USG Agency |
| 1986 | 6 ✓ | Voluntary Retirement |
| | 3 | Other bureau in Department |
| | 1 | Other USG Agency |
| | 3 | Personal Pursuits |
| 1987 | 2 ✓ | Voluntary Retirement |
| | 1 | Other bureau in Department |
| | 1 | To Senate Staff |
| 1988 | 1 | Voluntary Retirement |

14 vol retmb
3 - other bureau
1 mandatory ret
1 ret sch
= 1 Senate
2 - other USG ag
3 personal

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b. Only one individual left to work in another intelligence agency and we are now in the process of hiring that individual back. The person desires to return to the Department.

c. The Office of the Executive Director is asking that the classification staff of the Department of State do a special survey of the intelligence analyst function.

4. Staff Reassignments

a. For individuals not performing at the full performance level, the initial effort lies with the supervisor. The supervisor, under the performance evaluation system in place in the Department of State for Civil Service employees, is responsible for setting the performance standards and judging whether the individual is meeting those performance standards. If the supervisor judges that the individual is not meeting the performance standards, he/she must first counsel the employee and appropriately describe the deficiencies. If the employee does not respond and improve to the required level, the supervisor, with guidance and assistance from the personnel unit in the bureau and the Employee Relations office in central personnel, begins to document the deficiencies. With appropriate documentation, the individual is issued a notice of unsatisfactory performance and a program of 90 days under the guidance of the supervisor is begun to remedy the performance deficiencies. If the deficiencies continue, the employee is given final notice and the central personnel office moves for dismissal.

If the central personnel office judges that a good part of the deficiency lies in a personality conflict or other extenuating circumstances, they make the effort to place the individual in another place in the Department in a position in which the employee can more profitably function.

b. Parts of the bureau would be considered "high" stress in the classic definition i.e. working under pressures of time with changing circumstances to produce a product or service. At times, this would cover the Watch Staff or an office responsible for an area/or country undergoing a coup, terrorist attack, political unrest, etc. For Civil Service employees, about half of the positions in the bureau would basically be considered "low" stress with rare occasions of "high" stress.

For individuals having difficulty handling stress, the Department, through the facilities of the Foreign Service Institute, offers courses in stress management. Stress management is also a topic covered in several of the management development courses taken by supervisors and by those participating in the Management Development Program.

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5. Impact of Personnel Security on Recruiting

a. The length of time required for a security investigation is determined by several different factors: principally these are how many different places an individual lived during his/her lifetime; how much overseas travel or study has occurred; and what the workload is for the office conducting the investigation. (Many times, the agents who are doing background investigations are detailed to provide bodyguard services during State visits, the United Nations General Assembly, or other special events.) Therefore, it does take an average of 9 months for a full field background investigation. We, however, do not keep a statistical data base - this is simply based on working experience.

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After an individual is granted top secret security clearance, the file is reviewed for SCI. If a prospective employee is already on the rolls of the Department of State and has a top secret clearance, his/her file is reviewed for access to SCI. If the individual has had a background investigation within the last five years, the clearance is adjudicated. If the background investigation is older than five years, the individual must undergo an update background investigation in order to support a review for SCI.

b. It is difficult to judge the impact upon recruitment. Normally if an individual is applying for an analyst position and is selected through the Merit Promotion Program, he/she waits out the clearance process. PMI's wait the clearance process. Clericals coming from other non-intelligence agencies wait. The only loss of new employees, which can not technically be documented, is the new clerical employee. Many are looking for positions, are unemployed, and need a job immediately. After we explain the whole process and the working environment, many do not return the papers and we have no specific feedback as to why not.

c. We do not have access to the procedures pertaining to security clearance investigations. This falls strictly under the purview of the Bureau of Diplomatic Security and INR is not a part of that process nor is there access to their procedures and manuals.

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d. There have been no individuals involuntarily removed for security related reasons in fiscal years 1985 through 1987.

e. Inasmuch as INR has had no need to remove an individual for a security related reason, there is no established policy. This organization would have to take instruction and assistance from the Bureau of Diplomatic Security, the Office of the Legal Advisor, and the Office of the Director General for Personnel should such an event happen.

f. INR has had no employees deemed as security risks therefore, there is no experience factor by which to respond to this question.

g. Because INR has no experience with the need to place employees because of security related events, there is no relationship with this question and the State Department outplacement program. Employees of the bureau who have participated in the Department's outplacement program have been those facing mandatory retirement.

6. Training Staff

a. We have no data base to use to respond to the question.

b. Although we know of several employees who had attended courses sponsored by the other intelligence agencies, we do not have a data base of this information. To date, this has been done on an informal, non-reimbursable basis.

c. Employees of INR are eligible to attend any courses for which they qualify on a space available basis at the Foreign Service Institute. We do not have a catalogue available.

d. We have no data by which to answer the question.

e. INR is in the process of developing a more formal approach for training for the analytical staff. This is a combination of courses available at other member agencies, briefings sponsored by INR and course offerings at FSI. Of course, these offerings will be controlled by the budget resources available in the future and as of this time, those are yet undetermined.

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f. At this time there are no formal career development policies for the analytical staff of the bureau. The average education level in the bureau is a completed master's degree. Many have additional education.

The Department of State is attempting to develop career paths for Civil Service employees in many occupation codes but this effort has not come to fruition as of this date.